



# Career and Leadership Development Initiative

Indianapolis Metropolitan  
Police Department

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## A Message from the Office of Career and Leadership Development (CLD)

The Office of Career and Leadership Development has laid out an ambitious vision of enabling the IMPD to become the recognized law enforcement agency in the Midwest. As has been chronicled in the previous CLD Newsletters, this is already occurring. When we began our work, our primary task was to chart a long term plan for the department that displays our agreed upon Mission and Vision while at the same time benchmarking the principles of Integrity, Motivation, Professionalism, and Dedication. We were required to develop a performance management system that would assist our organization in improving overall efficiencies and effectiveness while also transforming fully to a "learning organization" that develops and promotes leadership qualities.

In conjunction with our renewed recruitment efforts, the CLD initiative is also another step in the development of the IMPD brand and image while solidifying the founding principles of our new police department.

The overall CLD initiative has two (2) overarching areas of focus. The first is the empowering model of career development, a proactive approach of charting a course on career paths thereby allowing officers to achieve their individual career objectives in accordance with the mission and values of the organization.

We also recognize the importance of developing our leaders. Therefore, the second area of focus centers on taking steps to support and develop our merit supervisors and appointed staff as they become responsible to those they are entrusted to lead. As a result, the Office of CLD is working to create the IMPD Leadership Academy with the assistance of the nationally recognized police leadership instructor, Bill Westfall. The curriculum will also incorporate a Lessons Learned component which is vastly different than the other few existing leadership academy models throughout the country.

We have made great progress over a short period of time which has been dedicated to research and development. Over the coming weeks, many proposals will be circulated and discussed with the members of our department and community. We also look forward to our ongoing working relationship with the local FOP to ensure the success of our overall initiative.

I want to personally thank the members of the IMPD Internal Advisory Committee who are listed on the back page of this newsletter. They have dedicated countless hours of work and dedication to this project. All of us should be proud and appreciative of the extraordinary work of this group who ensured a thorough and uncompromised process. Respectfully, Sgt. Rick Snyder Telephone (317) 327-3376 or s8626@indygov.org



CLD Partner, Bill Westfall assists with the development of the IMPD Leadership Academy.

## Lessons Learned ~ Creating and Celebrating a Belief System for such a Noble Profession

A component of the CLD initiative is the Lessons Learned module which is being crafted to highlight past critical incidents within the IMPD while also honoring our heroes and recognizing those that have carried the torch before us. CLD Partner, Bill Westfall, acknowledges this is a very powerful process allowing members to learn from these previous experiences, but it also "creates a vision and a standard for a new generation that they might carry that on." He explains, "our job is a difficult one, full of stresses and at times can be life threatening. Some of you may even be asked to risk or give your life in the line of duty. But if you do, we will never forget you. It is a lesson that law enforcement leadership should never forget. Great organizations always find a way to create powerful belief systems."

The Office of CLD is working to harness the values of the IMPD by capturing our beliefs and legacy and injecting them into the on going development of our future generations through the career planning process, mentoring opportunities and leadership development activities. "This is something the Indianapolis Police community has always done well and now we have the opportunity to move that forward" explained FOP President Bill Owensby.

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### Did you know?

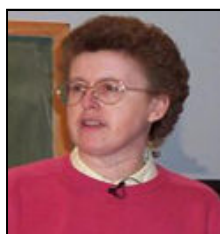
- IMPD's Homicide Unit is currently featured on the A & E television show: *Crime 360*.
- In an effort to partner with citizens to solve crimes, the IMPD has posted information on YouTube under the profile, *IndyUnsolved*.
- The IMPD is hosting its annual Walk with a Cop during the summer of 2009.
- The IMPD is currently accepting applications for Police and Reserve Officers.



## CLD Advisory Board



General John W. Hill



Dr. Elaine Bernard



Dep. Chief Sergio Diaz



Dr. Stephen Clark



Mr. Chuck Remsberg

## World Class experts review the CLD Model

The Office of CLD has secured the voluntary participation of five members to serve on the CLD External Advisory Board. These members will provide undiluted and impartial advice and review regarding the CLD efforts.

Maj. General (ret.) John W. Hill, served approximately 35 years in the U.S. Marine Corps and Marine Corps Reserve, retiring in July 2000. His last billet was Vice Commander Marine Forces Atlantic, Europe, and South. His decorations include the Distinguished Service Medal, Bronze Star with Combat V, Purple Heart, and the Meritorious Service Medal among others.

General Hill is currently the Arthur M. Weimer Chair in Business Administration and is a Professor of Accounting at the Kelley School of Business at Indiana University.

Dr. Elaine Bernard is the Director of the Labor and Worklife Program at the Kennedy School of Government located at Harvard University.

Deputy Chief Sergio Diaz is the Operations Chief for the Central Bureau of the Los Angeles Police Department.

Dr. Steven Clark is a nationally recognized standards, assessment and curriculum developer

with additional background in the forensic sciences. He has directed national development and dissemination projects for both the Centers for Disease Control (CDC) and the National Institute of Justice.

Mr. Chuck Remsberg is the author of three best selling books that have changed the face of law enforcement and officer safety. His training seminars have served agencies and individual officers in more than 50 countries. *We are proud to have these prestigious members join our IMPD family.*

## Performance Management ~ What will the process mean?

The Office of CLD has spent a considerable amount of time working to create and implement a performance management process for the IMPD.

It has been formulated to include an evaluation form as part of the overall approach to ensure a successful performance management process.

The CLD committee has worked to create an electronically based evaluation tool which will allow

for ease of access and ease of use and completion.

The format is narrowly focused on agreed upon characteristics and qualities and utilizes clearly defined parameters that allow for transparency and consistency. The committee has also worked to identify a program that effectively and easily documents examples of actual performance between the evaluation time frames, which will

allow the evaluations to be supported by observable and objective evidence.

The CLD committee has crafted a performance management process that will have an evaluation format for every rank from the patrol officer up to and including the Chief of Police.

Plans are underway to include training on the evaluation process in the department's 2009 Fall in-service training curriculum.

## "Mastering" Career Development ~ CLD works to create the Master Designation

The goal of Career Development is to retain non-supervisory career officers and detectives by increasing opportunities for achieving job satisfaction. Keeping experienced, well-trained and self-motivated line officers and detectives provides more effective and professional service to the community and directly supports department objectives. CLD research has found Career Development can be the most

effective tool of human resource management. As a result, the IMPD will offer the Master designation as a voluntary process that positively impacts the dedication of patrol officers and detectives in achieving the department's formal organizational goals.

In line with the Mission of CLD, the Master Designation will provide opportunities for personal growth, advancement and recog-

niton. The voluntary program will empower candidates to take responsibility for their own careers; it encourages innovation, and rewards operational achievement. Finally it awards benefits for the continued application of expertise within the training and learning functions of the department. Input has been gathered from members throughout the department. Stay tuned for detailed plans to be announced!



## The IMPD Leadership Academy ~ Internal Faculty begin their work

During the month of May 2009, additional steps were taken to develop the IMPD Leadership Academy.

The conceptual framework of the IMPD Leadership Academy involves a four week curriculum separated into four (4) one week blocks of instruction. The department will utilize world renowned external law enforcement instructors who will teach courses that have been certified by the Indiana Law Enforcement Training Board. The Academy will be facilitated by state certified law enforcement instructors from within the IMPD.

The following faculty members are working to identify the appropriate training curriculum: Captain Brian Nanavaty, Captain Joe Finch, Captain Pat Holman, Lt. Jim Cleek, Lt. Tom Sellas, Lt. Dawn Snyder, Lt. Dale True, and Lt. Vince Cascella. The group is also receiving input from FOP President Bill Owensby, Cmdr. Cliff Myers and Cmdr. Darryl Pierce.

Recently, the faculty team met with CLD Advisory Board member, Gen. John Hill and worked to identify the objectives of the program. During the summer of 2009, additional work will be completed with Bill Westfall and

Advisory Board member, Chuck Remsburg.

"We are working to launch the first academy in January 2010," explained CLD coordinator, Sgt. Rick Snyder.

The Academy will act as a lead agent for the department's leadership development program and will work to advance the art and science of the law enforcement profession in support of the IMPD's operational requirements. A component of the Academy will also be required for the achievement of the Master Designation. *Stayed tuned for further information!*



FOP President Bill Owensby (foreground), Capt. Brian Nanavaty and Capt. Joe Finch (background) take notes as Gen. John Hill discusses the IMPD Leadership Academy.

## Connecting the Dots ~ Training is the Key

Assertive steps are being taken to better identify available training offered by the IMPD.

"Training and experience are the fundamental building blocks for Career Development, it takes proactive planning and initiative" explained CLD coordinator Sgt. Rick Snyder.

However, in a large police agency it can become difficult to remain aware of all the training opportunities that exist within

the nationally recognized Training Academy at the IMPD.

In response, the Office of CLD is working with academy staff to create the IMPD Training Academy web page on the department's intranet website.

Department members will be able to log in and review a list of all available training, including dates, times, course summaries and instructors. Steps are also being taken to include online

learning and certifications in accordance with the Indiana State Training Board requirements.

Video segments will also be offered for review and links will be available to other resources including the IMPD's CrossFit work outs and nutritional resources, as well as voluntary programs such as the Ground Combatives course which is already offered at the academy.



Gen. Hill meets with officers during Combatives Training at the IMPD Training Academy.

## Chief's Recommended Reading List

The Office of Career and Leadership Development is proud to announce the formation of the Chief's Recommended Reading List.

Chief of Police, Michael Spears has created the first reading list for all members of the IMPD to voluntarily read and discuss amongst their peers.

"These reading materials will provide the foundation for many

of the leadership qualities I view as important for the spirit and culture of our department as we transform during times of great change"

The list is constructed to focus on leadership, management, empowerment as well as physical and emotional health.

The Chief's Recommended Reading List includes the following books:

*Challenging the Law Enforcement Organization*; Jack Enter

*Emotional Survival for Law Enforcement*; Kevin Gilmartin

*Good to Great and the Social Sectors, a Monograph*; Jim Collins, *Leadership and the One Minute Manager*; Ken Blanchard,

*On Combat*; Dave Grossman



Chief of Police, Michael Spears creates the Chief's Recommended Reading List



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### IMPD CAREER AND LEADERSHIP DEVELOPMENT ADVISORY COMMITTEE

#### MASTER PATROL

Sgt. Michael Jefferson (Chair)  
Lt. Ronald Hicks  
Officer Andy Lamle  
Officer Robert Carver  
Officer Charles Martin  
Officer Roderick Wallace  
Officer Kim Travitz  
Officer Linda Roeschlein

#### MASTER DETECTIVE

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Sgt. Jeff Breedlove  
Sgt. Columbus Ricks  
Det. Catherine Cummings  
Det. Joshua Gisi  
Det. James Hornaday  
Det. Richard Burkhardt

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Sgt. Jeff Silcox  
Sgt. Craig McCart  
Sgt. Rick Riddle  
Officer Erika Jones

#### PROMOTION

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Lt. Vince Cascella  
Lt. Roger Spurgeon  
Sgt. LeEtta Davenport  
Det. Stephanie Phillips

## “The Torchbearers who dare the Great Adventure”

#### Vision

The Career and Leadership Development (CLD) Initiative will enable the Indianapolis Metropolitan Police Department to be recognized as the leader in the law enforcement profession for the Midwest.

#### Mission

Provide a structured approach for members of the Indianapolis Metropolitan Police Department to achieve their career goals through ongoing professional development and personal growth. The department is committed to providing the opportunity for sworn and civilian personnel to continuously improve by investing in their performance, allowing for specialization, and enhancing their leadership qualities.

“...Unless men and women are willing to fight and die for great ideals, including love of country, ideals will vanish, and the world will become one huge sty of materialism....All of us who give service, and stand ready for sacrifice, are the torchbearers....The torches whose flames are brightest are borne by the gallant men and women at the front....These are the torchbearers; these are they who have dared the Great Adventure.”

~Theodore Roosevelt

1918



IMPD Officers respond to a critical incident involving a fellow officer.